

County Council – 18 October 2019

Item 10(e) - Notice of Motion by Mr Turner

Partnership working with Health - Briefing Note

Over the course of the past two years, we have been working together to consider how best to achieve our joint ambition of delivering a more integrated health and care system in West Sussex. In recent months we have made significant progress. A very tangible example of this is the appointment of Chris Clark, our Joint Director of Strategic Commissioning.

System working comes in many forms. In some instances, partner organisations make overt choices about sharing risk and accountability. In others, joint working arrangements could be as simple as different organisations opting to align their policies and procedures, pool budgets or jointly commission certain services. In all cases, there are trade-offs to be made between the smooth integration of services, the level of budgetary control that needs to be retained by each organisation and their statutory accountabilities.

The health and care system in West Sussex is, in many senses, at the start of its integration journey. All the partner organisations involved are necessarily committed to delivering their own changes and improvements, and this is already having an impact in some key areas. We have already committed to work together to shape and deliver a more integrated health and care system for West Sussex. In effect, this will be a single system – one in which duplication, fragmentation and unnecessary complexity are reduced to a minimum. We will endeavour to align ways of working, ensure there are smooth handoffs between different parts of the system, align incentives and foster a culture in which the combined health and care workforce truly works as one team.

The Government has encouraged closer alignment between health and social care to meet the challenges of restricted resources and increased demand within these sectors, whilst also ensuring the safety, wellbeing and quality of care. In recent years a range of national measures have been implemented to support the delivery of this, including;

- Establishing health and wellbeing boards across local authority areas, incorporating statutory commissioners, elected members and other partners to provide better oversight and accountability of the system;
- Creating the Better Care Fund, a joint fund overseen by local health and wellbeing boards to encourage the joint commissioning of services towards shared outcomes;
- Forming sustainability and transformation partnerships (STPs) at a sub-regional level to bring together organisations as a first step towards the creation of integrated care systems (ICS); and
- Initiating local system-wide reviews of the shared performance of health and social care services within local authority areas, led by the Care Quality Commission.

The NHS Long-Term Plan (LTP), published in January 2019, sets out a 10-year practical programme of phased improvements to NHS services and outcomes,

including several specific commitments to invest the agreed NHS five-year revenue settlement.

STPs and ICSs are asked to create and submit their five-year strategic plans by 15 November 2019 covering the period 2019/20 to 2023/24, with draft plans required by 27 September. The Sussex Health and Care Partnership, the operating name for the Sussex STP, will submit its first response to the LTP at the end of September, as part of its development towards becoming an ICS by 2021. Significant progress has been achieved over the last month. The Sussex Health and Care Partnership Clinical and Professional Cabinet have developed a draft health and care model which sets out how the Sussex health and care system will be delivered and illustrates the benefits for our population.

In West Sussex, partners have agreed to co-produce a joint response plan between West Sussex County Council and Coastal West Sussex, Horsham and mid-Sussex and Crawley Clinical Commissioning Groups. The West Sussex plan is being developed following an extensive period of public and stakeholder engagement and will be the agreed delivery plan to achieve the Joint 2019-2030 Health and Wellbeing Vision for the county, as well as delivering a local response to the STP clinical priorities and the objectives of the NHS LTP. The West Sussex plan will seek to address the health inequalities identified within the local population.

Following the highly successful meeting between West Sussex County Council, Bob Alexander and Adam Doyle, the implementation of this health and care plan for West Sussex will begin a new chapter of collaborative and integrated working with the NHS and build on the developing joint commissioning programme that is already underway.

The West Sussex plan will be an integrated health and social care plan, that will be place-based, focussing on the people who live, work and visit the county, across physical and mental health, and health and social care services for children and adults from improving health and prevention through to primary and secondary care. The emphasis will be on the transformation priorities we need to deliver jointly as a health and social care system to meet the future health and care needs of our population.

All systems will be expected to agree their plans by mid-November 2019 and publish them shortly thereafter. These strategic plans will form the foundation of service and system change over the next five years. Whilst they will continue to evolve over that period, it is important that systems are transparent about their plans and ambitions.

We should be proud of what we have achieved to date, but acknowledge that there is much, much more to do. If we really are to deliver a radical transformation of the whole system, in line with the high expectations of our residents and to improve outcomes for them and to implement the ways of working that will improve outcomes, quality, service user experience and ensure financial sustainability, then we will need overcome the capacity and capability challenges we have faced previously and commit to a more systematic approach to system redesign.

Kim Curry

Executive Director of People Services